

Hiring Talent†



*Managers
must
find a
mechanism
to unleash
each
human's
nature,
not
contain it,
as its
power
lies in its
idiosyncrasy.*



Human potential is the last great frontier for gaining a competitive edge in organizations today. In the past, an organization's value was in hard goods—value that could be measured in inventory and equipment. However, in today's knowledge-based economy, it is the utilization of talents, knowledge, skills and abilities that gives the organization its value.

For example, Microsoft is valued at \$250 billion but only \$8 billion of that is in physical assets. What comprises the other \$242 billion? Obviously, it is the talent (intellectual capital) of their people.



What is talent? *Talent is any recurring pattern of thought, feeling, or behavior.* Most of us establish about 13 innate talents or strengths by about age 13. Understanding that each person possesses these enduring patterns of thought, feeling and behavior, is incredibly liberating as you then realize you aren't responsible for changing people's behavior. By finding out people's talents, you can match people to what they normally, naturally are good at and enjoy doing. You can develop a talent profile to assist you in putting the right people in the right jobs. This helps you to hire right and adjust your current workforce to make the most of it.

Positive, engaged employees drive business outcomes because engaged employees engage customers. They create positive, enthusiastic customers who visit more often, spend more per visit, give positive word of mouth referrals, perceive more value and pay a higher margin. To the employer, this means increased productivity, profit, customer satisfaction and retention of employees.